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11 JUN 1971

MEMORANDUM FOR: Chief, Executive and Planning Division

SUBJECT : IOS - Administrative  
(Management Improvement Program)

1. Reference is made to your request of 24 May 1971 for a report on goals and accomplishments in connection with the annual Management Improvement Program.

2. Forwarded herewith, for possible inclusion in the consolidated Office of Security report, are several goals for fiscal year 1972, submitted by components of this Directorate. Also included are comments on several management effectiveness and cost reduction accomplishments that have previously been set forth as goals in fiscal year 1971.

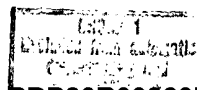


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*[Signature]*  
Deputy Director of Security (IOS)

Attachments

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DDS / IOS Annual Management Improvement Plan  
Directorate30 June 1971Operational Support DivisionI - Management Effectiveness Goals (FY 72)

Brief Description of Effort Planned During Upcoming Year	Goals or Objective of Proposed Effort
<p>1. Formalize procedures with Agency components requesting Operational Support. Where time permits, written requests will be obtained from requestors setting forth all data pertinent to the support desired. This may be supplemental to the initial oral requests, and will be required only where warranted.</p> <p>2. Establish a more positive procedure to permit identification and recovery of Operational Support material from SR &amp; CD files. In the "Operational Support - General" category, all general activities have been serialized into one catch-all file. Certain requirements are received which could be a follow-on to an earlier activity or which requires correlation with other information. A block of files, consecutively numbered has been obtained and exclusively assigned to the Operational Support Division. Whenever necessary, a separate subject file will be opened.</p> <p>3. Restructure the Overseas TDY Standby roster to reduce the total number of personnel involved, yet be more responsive to requests. Fully documented, qualified personnel will be available in <span style="border: 1px solid black; display: inline-block; width: 100px; height: 1.2em; vertical-align: middle;"></span> IOS Headquarters. <span style="border: 1px solid black; display: inline-block; width: 100px; height: 1.2em; vertical-align: middle;"></span></p>	<p>1. There have been instances in the past where misinterpretation or confusion in complex cases has resulted from oral requests. The written requests will more clearly detail the desired support and eliminate misunderstanding.</p> <p>2. The use of the subject files will permit more ready identification of persons, corporations, or activities which have been of previous interest. Instead of a serialized inclusion into the general file (75-149-8796) the activity will be separately and specifically identified.</p> <p>3. Rather than a large pool of documented personnel at the <span style="border: 1px solid black; display: inline-block; width: 100px; height: 1.2em; vertical-align: middle;"></span> Office to service requirements originating in any part of the country, qualified personnel will be available in two</p>

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Operational Support Division  
Annual Management Improvement Report

30 June 1971

III - Management Effectiveness Accomplishments FY 71

Summary of Improvement or Cost Reduction Achieved	Estimated Savings for Each of Next Three Fiscal Years			Activity to Which Saving Will be Programmed
	1972	1973	1974	
Office space allocated to the Support Branch/Operational Support Division at the Headquarters Building has been redesigned to: a. Permit assignment of an additional desk supervisor at Headquarters where almost all of the Support requests are initiated. b. Eliminate two four-drawer safes which were released to other activities.				No measurable fiscal savings will result. Greater service to Agency components requesting operational support will be afforded.
25X1 The physical division of the Support Branch between Headquarters and the [redacted] presents a major problem in the expeditious transmission of sensitive classified information in complex support functions. An in-depth survey of communications problems revealed that the green line telephones and the Magnavox "Telecopier" are the most rapid and secure means of transmitting classified data between the two Support Branch elements. Unfortunately, the Telecopier is not located in Operational Support space nor under control of Operational Support personnel.				Again, no measurable savings. Better service to requesting components is the goal.

Annual Management Improvement Plan

Operational Support Division

30 June 1971

IV - Cost Reduction Accomplishments FY 71

Summary of Improvement or Cost Reduction Achieved	Estimated Savings for Each of Next Three Fiscal Years			Activity to Which Savings Will be Programmed
	1972	1973	1974	
1. Developed a new form to be used by the Special Facilities Branch to take the place of a number of forms.	\$300.	\$300.	\$300.	
2. Procedures were established whereby the personnel of requesting components would make payment for hotel rooms, auto rentals, etc. This eliminates the paperwork required to process Forms 1716, obtaining allotment and/or MOR numbers, etc.				
3. Scheduling <input type="text"/> Office personnel for technical training is being done on a more realistic basis. Emphasis is on individual adaptability and long-range potential for operational use.				

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DDS /IOS Annual Management Improvement Plan  
Directorate

30 June 1972

Investigations Division

I - Management Effectiveness Goals (FY 72)

<u>Brief Description of Effort Planned During Upcoming Year</u>	<u>Goals or Objective of Proposed Effort</u>
1. Initiate changes in Division and Branch statistical reporting procedures.	1. To eliminate unnecessary reports and to make reports more responsive to management needs.
2. To continue a program of monthly divisional meetings.	2. To improve the quality and quantity of our work as well as keeping all Division personnel informed of policy and procedural changes. In addition thereto, Branch supervisory personnel have been urged to become more familiar with their specific areas of assignment and the customers they deal with to improve the quality of their work and "educate" their customers concerning security requirements.
3. Rotating the assignment of Investigations Division professional personnel within the Branches.	3. To achieve "cross-fertilization" and to provide for flexibility and depth within the Division.

DDS /IOS Annual Management Improvement Plan  
Directorate

30 June 1972

Investigations Division

II - Cost Reduction Goals (FY 72)

Brief Description of Effort Planned During Upcoming Year	Goal or Objective of Proposed Effort
1. Obtain and utilize to the fullest extent possible release forms from subjects in Security Access Approvals and certain covert cases.	1. This will ensure complete and easier access to information and save money by obviating the necessity of collateral verification which is often incomplete and always more time consuming and expensive.
2. Make greater use of form letters in dispatches and other form letters in clearance and clearance related actions.	2. To save money and time by cutting down on dictation and typing time.
3. To continue to provide cross support between Headquarters <span style="border: 1px solid black; display: inline-block; width: 100px; height: 1em; vertical-align: middle;"></span> offices to alleviate typing backlogs.	3. This will make full use of our total clerical assets and obviate the necessity of hiring additional clerical personnel.
4. To reduce TWX and long distance telephone calls to a minimum and review all mailing procedures.	4. To reduce operational costs.



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Investigations Division

III - Management Effectiveness Accomplishments FY 71

Summary of Improvement or Cost Reduction Achieved	Estimated Savings for Each of Next Three Fiscal Years			Activity to Which Saving Will be Programmed
1. New procedures and search criteria were established which eliminated unnecessary and un- <div style="border: 1px solid black; height: 20px; width: 250px; margin: 5px 0;"></div> by almost 50%.	Not susceptible to measurement or evaluation in terms of dollars saved.			1. The clerical and administrative time saved enabled us to exploit a new source of Special Intelligence as well as collateral information (CRS). In addition thereto, work requirements for a GS-13 were also reduced; the GS-13 was given other responsibilities within the Investigations Division in addition to managing the program in question.
2. The destruction of temporary work files by the Overt Branch upon closing the case has effected a large file reduction (two safes will be turned into Logistics) as well as reduced work requirements for both professional and clerical personnel.	\$1303	\$1063	\$375	2. To other work areas within the Investigations Division.
3. The Office of Personnel adopted the use of applicant release forms based on the recommendation of the C/ID. This will insure easier access to information at less cost by field investigations.	*	*	*	3.* It is impossible to estimate the savings that will be effected by this change because of many variables. Savings will be realized while ensuring completeness of investigations at the same time protecting the rights of the individuals involved.

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Investigations Division

IV - Cost Reduction Accomplishments FY 71

Summary of Improvement or Cost Reduction Achieved	Estimated Savings for Each of Next Three Fiscal Years			Activity to Which Savings Will be Programmed
1. New procedures and search criteria were established which eliminated [redacted] Agency by almost 50%.	Not susceptible to measure- ment or evaluation in terms of dollars saved.			1. To other work areas within the Investigations Division.
2. The destruction of temporary work files by the Overt Branch upon closing the case has effected a large file reduction (two safes will be turned into Logistics) as well as reduced work requirements for both professional and clerical personnel.	\$1303	\$1063	\$375	2. To other work areas within the Investigations Division.
3. As a result of an Investigations Divi- sion Survey in the last half of FY 70, a copying machine was procured for the Division for the reproduction of Personal History Statements and biographic information. Considerable savings were effected both in time and monies since only the required number of copies are made and the investigative assignment reaches the field in one or two days earlier.	\$1000	\$1000	\$1000	3. To other work areas within the Investigations Division.

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